

# BULLET BACKGROUND PAPER

## ON

### CRITICAL ANALYSIS & IMPROVEMENTS TO THE OES

#### PURPOSE

To evaluate the officer evaluation system (OES) and provide new innovative ways in which the system may run more efficiently and effectively. Solutions focused on three goals: 1) improving feedback to member, 2) reducing administrative burden, and 3) improving quality of record provided to promotion boards. This BBP identifies four ideas towards improving the three goals.

#### IMPLEMENT 360 FEEDBACK

- Problem: Current system lacks accountability
- Implementation: Follows established process, climate survey style questionnaire, only used for those in leadership positions (Flt/CC or Shop Chief on up), required to be completed within certain timeframe
- Effects:
  - Forces accountability, and thus ensures feedback occurs
  - Soft leadership skills captured for both rater's consideration and rate
  - Increase in administrative burden, but is very effective in ensuring feedback

#### REVAMP OPR

- Problem: Ambiguous in content, lack of stratification standards/practices, and excessive admin workload
- Implementation:
  - Static Close Out Date: Standardizes entire process and simplifies stratification, reducing speeding
    - 120 day required TOS for rater change
  - Codify Stratifications: Separate box on OPR for standardized and limited stratifications
  - Transition to narrative summary comments, mimicking sister services to better capture whole-of-person to include leadership traits and human capital management
- Effects:
  - Eliminates ambiguous stratifications, wording, etc. standardizing process timeline and "snapshot" of unit to eliminate speeding and reduce overall administrative burden (multi-OPRs)
  - Will affect promotion board schedule

#### REMOVE PRF & ELIMINATE MLR

- Problem: Redundant and overbearing workload with overall effect of inflating entire population with 9-lines, and creating unfair advantages/disadvantages based solely on writer's ability

- Implementation: reduces workload while adding valuable Senior Rater narrative and promotion recommendation to DQHB

- Effects:

- Reduces redundant workload and MLR saving numerous man hours
- Culture change to “New normal” for promotion board process

#### SPLIT RATED/LINE BOARDS

- Problem: Vastly different career paths forced to conform records resulting on inflated and ineffective records for promotion boards

- Implementation: Separate promotion boards to include Rated, Non-Rated, in addition to Medical and Chaplain boards

- Effects:

- Improves boards’ levels of interpretation leading to promoting correct officers
- Would require additional boards

#### SUMMARY

Under the current OES, there are three glaring issues: the administrative burden is excessive, it doesn’t provide good feedback to our officers, and promotion boards are viewing PRFs that make the average look like they ‘walk on water.’ These recommendations for action will collectively contribute to a system that will significantly reduce redundancies and the overall administrative burden, provide effective, accountable feedback throughout the chain that flows into official records, and clarifies/standardizes records for promotion boards to review.